

## **E2 – FIRE DEPARTMENT EMPLOYEE SURVEY RESULTS**

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This chapter presents the results of a survey that was distributed to all fire department employees in May 2006. The chapter begins by presenting information on the survey process and on the employees who responded to the survey. Survey results are presented in the remainder of the chapter.

### **A – SURVEY PROCESS**

The consultants prepared a draft survey instrument that was reviewed by the project's steering committee. After the survey instrument was finalized it was distributed to all fire department employees via e-mail. The survey was completed online. Sixty-five employees participated in the survey process (66 percent of all department employees). With this level of response it can be assumed that the survey results generally reflect the opinions of all employees.

### **B – SURVEY RESPONDENTS**

This section presents information on the 65 fire department employees who completed the survey. Information on their role in the fire department (i.e., whether they are managers/supervisors or line employees) and the length of time they have worked in the fire department is presented.

**Role.** Roughly two-thirds (65 percent) of the survey responses were received from line employees. The remaining 35 percent of the survey respondents were managers or supervisors.

**Tenure.** Most survey respondents have significant experience working for the fire department. Eighty-five percent of the survey respondents have worked for the department for more than five years.

Tenure	Percent Of Respondents
Less than 1 year	9%
1 to 4 years	6%
5 to 9 years	26%
10 years or more	59%

### **C – SURVEY RESULTS**

The survey instrument (which is presented in Appendix B) is divided into five sections: organizational climate; leadership, management, and supervision; human resources practices and employee performance management; communications; and vehicles, equipment, facilities, and technology. The organization of the discussion of the survey results presented in this section mirrors the organization of the survey instrument.

#### **ORGANIZATIONAL CLIMATE**

Survey items relating to organizational climate cover a range of issues including: whether fire department employees are proud to work for the department and perceptions relating to the work ethic of employees; how employees perceive their work

is valued; how the work environment is viewed; the extent to which employees are perceived to act ethically; the extent to which employees feel respected; the extent to which employees feel free to voice their opinions; the extent to which employees feel they will not be punished for making mistakes; how decisions are made; the extent to which the fire department has a well articulated sense of values; and the extent to which a sense of unity characterizes the department.

### **Pride And Work Ethic**

Department employees are generally proud to work for the Newport Fire Department and believe that they have a strong work ethic. Almost all of the survey respondents agree or strongly agree that "I am proud to say I work for the Newport Fire Department" (98 percent), that "I am proud of the effort I put into my job" (99 percent), that "Newport Fire Department employees have a strong work ethic" (96 percent), and that "fire department employees are dedicated to providing the citizens of Newport with high quality fire services" (97 percent). In addition, more than nine out of ten survey respondents (91 percent) agree or strongly agree that "employees strive to improve the fire department's performance."

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Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am proud to say I work for the Newport Fire Department.	0%	0%	2%	17%	81%
I am proud of the effort I put into my job.	2%	0%	0%	13%	86%
Newport Fire Department employees have a strong work ethic.	2%	0%	3%	58%	38%
Employees strive to improve the fire department's performance.	2%	2%	6%	41%	50%
Fire department employees are dedicated to providing the citizens of Newport with high quality fire services.	2%	0%	2%	14%	83%

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### **How Work Is Valued**

While a high percentage of employees agree or strongly agree that their work is valued by fellow fire department employees (93 percent), by their immediate supervisors (90 percent), and by mid-managers (captains and lieutenants) (94 percent), a much lower but still relatively high percentage (60 percent) agree or strongly agree that their work is valued by the fire department's leadership (deputy chiefs and the chief). By contrast, perspectives are split with regard to whether their work is valued by the city's leadership. Thirty percent of the survey respondents agree or strongly agree with the statement, "my work is valued by the city's leadership" while thirty-two percent disagree or strongly disagree with this statement. (Thirty-eight percent of the survey respondents were neutral about this statement.)

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My work is valued by my fellow fire department employees.	0%	0%	6%	44%	49%
My work is valued by my immediate supervisor.	3%	5%	3%	38%	52%
My work is valued by mid-managers (captains and lieutenants) within my unit.	2%	0%	5%	52%	42%
My work is valued by the fire department's leadership (deputy chiefs and the chief).	8%	10%	21%	34%	26%
My work is valued by the city's leadership.	5%	27%	38%	27%	3%

### Work Environment

While more than half of the survey respondents (54 percent) agree or strongly agree that “the work environment in the Newport Fire Department is supportive” more than one out of five survey respondents (22 percent) disagree or strongly disagree with this statement. However, only three percent strongly disagree.

	Percent
Strongly Disagree	3%
Disagree	19%
Neutral	24%
Agree	30%
Strongly Agree	24%

### Ethical Standards

The fire department employees responding to the employee survey are generally positive with regard to ethical standards although a much higher percentage of survey respondents agree or strongly agree that high ethical standards are exhibited by fire department employees (87 percent) than the percentage who agree that high ethical standards are exhibited by fire department managers and leaders (60 percent).

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
High ethical standards are exhibited by fire department managers and leaders.	10%	10%	20%	39%	21%
High ethical standards are exhibited by fire department employees.	3%	3%	6%	57%	30%

## Respect

Survey findings suggest that internally the fire department's organizational culture is characterized by mutual respect. More than two-thirds of the survey respondents (69 percent) agree or strongly agree that "fire department managers and supervisors treat subordinates with respect" and 86 percent agree or strongly agree that "fire department employees treat each other with respect." Moreover, almost all the survey respondents (98 percent) agree or strongly agree that "fire department employees treat Newport citizens with respect." By contrast, however, only slightly more than a quarter of the survey respondents (27 percent) agree or strongly agree that "city leaders respect the fire department." (Forty-three percent of the survey respondents disagree or strongly disagree with this statement.)

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Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Fire department managers and supervisors treat subordinates with respect.	5%	9%	17%	52%	17%
Fire department employees treat each other with respect.	2%	2%	11%	58%	28%
City leaders respect the fire department.	5%	38%	30%	21%	6%
Fire department employees treat Newport citizens with respect.	2%	0%	0%	28%	70%

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## Willingness To Express Opinions

Perspectives are mixed with regard to whether employees feel free to express their opinions to their supervisors. While more than eight out of ten survey respondents (83 percent) agree or strongly agree with the statement, "I feel free to express my opinions to my supervisor" fewer than half (46 percent) agree or strongly agree that "employees can voice constructive criticism about fire department management without fear of retribution." Thirty-one percent of the survey respondents disagree or strongly disagree with this statement. In addition, fewer than half the survey respondents (49 percent) agree or strongly agree that "fire department managers are willing to consider points of view that are different from their own."

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Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees can voice constructive criticism about fire department management without fear of retribution.	10%	21%	24%	40%	6%
I feel free to express my opinions to my supervisor.	5%	6%	6%	56%	27%
Fire department managers are willing to consider points of view that are different from their own.	6%	19%	26%	44%	5%

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## Mistakes

From the perspective of employees, the Newport Fire Department is an organization that tolerates mistakes. Three-fourths of the survey respondents (75 percent) agree or strongly agree that “fire department employees are not inappropriately punished for making mistakes.” Only two percent of the survey respondents strongly disagree with this statement.

	Percent
Strongly Disagree	2%
Disagree	11%
Neutral	11%
Agree	57%
Strongly Agree	18%

## Decision Making

Employee survey results suggest strong dissatisfaction with decision-making. Over half the survey respondents disagree or strongly disagree that “decisions are made on a timely basis” (57 percent) and “problems and issues are dealt with in a timely manner” (53 percent). In addition, 40 percent of the survey respondents disagree or strongly disagree that “decision-making within the department is appropriately inclusive.” In addition, for each of these survey items at most only two percent of the survey respondents strongly agree with the statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Decisions are made on a timely basis.	23%	34%	16%	27%	0%
Problems and issues are dealt with in a timely manner.	18%	35%	27%	18%	2%
Decision-making within the department is appropriately inclusive.	20%	20%	33%	27%	0%

## Department Values

Close to two-thirds of the survey respondents (65 percent) agree or strongly agree that “the Newport Fire Department has well articulated values.” Only 14 percent of the survey respondents disagree or strongly disagree.

	Percent
Strongly Disagree	3%
Disagree	11%
Neutral	21%
Agree	42%
Strongly Agree	23%

## Unity

Most employees responding to the survey agree that a sense of unity characterizes the Newport Fire Department. Six out of ten survey respondents (61 percent) agree or strongly agree that the department exhibits a sense of unity while only 17 percent disagree or strongly disagree.

	Percent
Strongly Disagree	6%
Disagree	11%
Neutral	22%
Agree	21%
Strongly Agree	40%

## LEADERSHIP, MANAGEMENT, AND SUPERVISION

Survey items relating to leadership, management, and supervision cover a range of issues including: overall leadership; the extent to which roles and responsibilities are clearly defined; the extent to which managers and supervisors have been granted authority and use the authority they have been granted; the extent to which employees are held accountable for the decisions they make; the visibility of the chief; the extent to which high expectations for performance have been established; the extent to which employees receive needed direction; the extent to which department managers work together effectively; the extent to which managers have a strong understanding of the day-to-day operations of the units they lead; and supervision.

### Overall Leadership

Survey results clearly indicate mixed views with regard to the department's leadership. Roughly two out of five survey respondents disagree or strongly disagree that "the fire department benefits from strong, effective leadership" (39 percent) and that the fire department's leaders (deputy chiefs and chief) effectively represent the department to the external community" (42 percent). Respectively 33 percent and 42 percent of survey respondents agree or strongly agree with these statements.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The fire department benefits from strong, effective leadership.	17%	22%	27%	25%	8%
Fire department leaders (deputy chiefs and chief) effectively represent the fire department to the external community.	19%	23%	16%	31%	11%

### Roles And Responsibilities

Perspectives are mixed with regard to whether the department has done an effective job of defining the role of the fire chief. Forty-four percent of the survey respondents disagree or strongly disagree that "roles and responsibilities of the chief are clearly defined" while twenty-nine percent agree or strongly agree. There is, however, much more consensus with regard to whether "roles and responsibilities of captains and

deputy chiefs within the fire department are clearly defined” and whether the “roles and responsibilities of first-line supervisors (lieutenants) within the fire department are clearly defined.” Respectively 76 percent and 81 percent of the survey respondents agree or strongly agree with these statements. On the other hand, only fifteen and six percent respectively disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Roles and responsibilities of the chief are clearly defined by the department.	18%	26%	27%	23%	6%
Roles and responsibilities of captains and deputy chiefs within the fire department are clearly defined by the department.	10%	5%	10%	52%	24%
Roles and responsibilities of first-line supervisors (lieutenants) within the fire department are clearly defined by the department.	3%	3%	13%	54%	27%

It is interesting to note that managers and supervisors within the department are more likely to disagree that management and supervisory roles and responsibilities are clearly defined than non-managers and non-supervisors. For example, 31 percent more managers and supervisors disagree that the roles and responsibilities of the chief are well defined than non-managers and non-supervisors. Likewise, 20 and 4 percent more managers and supervisors respectively disagree that the roles of mid-managers and first-line supervisors are well defined than non-managers.

Survey Item	Disagree Or Strongly Disagree		Agree Or Strongly Agree	
	Manager/ Supervisor	Non-manager/ Non-supervisor	Manager/ Supervisor	Non-manager/ Non-supervisor
Roles and responsibilities of the chief are clearly defined by the department.	64%	33%	23%	33%
Roles and responsibilities of captains and deputy chiefs within the fire department are clearly defined by the department.	27%	7%	73%	78%
Roles and responsibilities of first-line supervisors (lieutenants) within the fire department are clearly defined by the department.	9%	5%	82%	80%

## Authority

The employee survey addressed a number of issues relating to the authority of managers and supervisors. First, the survey asked employees to consider whether managers and supervisors have the authority to make decisions needed to improve the department’s performance. The survey results suggest that most employees think department managers and supervisors have the authority to make such decisions but the percentage of survey respondents agreeing or strongly agreeing was somewhat



higher for the chief (76 percent) than for mid-managers (70 percent) and first-line supervisors (67 percent).

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The fire department leader (chief) has the authority to make decisions needed to improve the fire department's performance.	3%	6%	14%	46%	30%
Mid-managers (captains and deputy chiefs) within the fire department have the authority to make decisions needed to improve the performance of the units they manage.	5%	11%	14%	56%	14%
First-line supervisors (lieutenants) have the authority to make decisions needed to improve the performance of the employees they supervise.	8%	14%	11%	61%	6%

Survey respondents were also asked to consider whether managers and supervisors use the authority they have been granted to improve department performance. Two thirds of the survey respondents (66 percent) disagree or strongly disagree that the chief uses the authority he has been granted to improve the department's performance. On the other hand, there is a strong consensus that first-line supervisors (lieutenants) use their authority to improve performance. Seventy-eight percent of the survey respondents agree or strongly agree that "first-line supervisors (lieutenants) use the authority they have been granted to improve the performance of the employees they supervise." Perspectives are mixed, however, with regard to the effectiveness with which mid-managers use their authority. More than half the survey respondents (52 percent) agree or strongly agree that "mid-managers (captains and deputy chiefs) within the fire department use the authority they have been granted to improve the performance of the units they manage" while more than a quarter of the survey respondents (27 percent) disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The fire department leader (chief) uses the authority he has been granted to improve the fire department's performance.	29%	37%	23%	11%	0%
Mid-managers (captains and deputy chiefs) within the fire department use the authority they have been granted to improve the performance of the units they manage.	11%	16%	21%	41%	11%

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
First-line supervisors (lieutenants) use the authority they have been granted to improve the performance of the employees they supervise.	3%	3%	16%	70%	8%

## Accountability

Perceptions with regard to whether employees are held accountable for their performance and decisions vary significantly. Almost all survey respondents (94 percent) believe that they are held accountable for their performance. In addition, three-fourths of the survey respondents (75 percent) agree or strongly agree that “first-line supervisors (lieutenants) are held accountable for the decisions they make.” However, only slightly more than half of the survey respondents (52 percent) agree or strongly agree that “mid-managers (captains and deputy chiefs) within the fire department are held accountable for the decisions they make” and 49 percent agree or strongly agree that “fire department employees at all levels are held accountable for their performance.” In addition, fewer than a quarter of the survey respondents (22 percent) agree or strongly agree that “the fire department leader (chief) is held accountable for the decisions he makes.” Just short of half the survey respondents (46 percent) disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am held accountable for my performance.	2%	0%	5%	57%	37%
The fire department leader (chief) is held accountable for the decisions he makes.	24%	22%	31%	17%	5%
Mid-managers (deputy chiefs and captains) within the fire department are held accountable for the decisions they make.	13%	15%	21%	42%	10%
First-line supervisors (lieutenants) are held accountable for the decisions they make.	3%	8%	14%	62%	13%
Fire department employees at all levels are held accountable for their performance.	10%	22%	19%	35%	14%

## Visibility Of Department Leaders

Seven out of ten survey respondents (72 percent) disagree or strongly disagree that “the fire department leader (chief) maintains a visible presence throughout the department.” Thirteen percent agree with this statement but no survey respondent strongly agrees.

	Percent
Strongly Disagree	51%
Disagree	21%
Neutral	16%
Agree	13%
Strongly Agree	0%

## High Expectations

More than half (52 percent) of the survey respondents agree or strongly agree that “high expectations for the performance of all employees have been established.” However, a quarter (25 percent) of the survey respondents disagree or strongly disagree.

	Percent
Strongly Disagree	6%
Disagree	19%
Neutral	23%
Agree	39%
Strongly Agree	13%

## Direction

Almost all fire department employees (99 percent) believe that they understand what is expected of them in their jobs. However, only a portion appears to understand what is expected of them because of the direction received by managers and supervisors. Sixty-one percent agree or strongly agree that “managers and supervisors provide clear direction to their subordinates” while close to a quarter (23 percent) disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I understand what is expected of me in my job.	0%	0%	2%	47%	52%
Managers and supervisors provide clear direction to their subordinates.	6%	17%	16%	58%	3%

## Effectiveness With Which Managers And Leaders Work Together

There is a strong perception among employees that the department's senior leaders do not work together effectively. Close to two thirds of the survey respondents (65 percent) disagree or strongly disagree that “the fire department leaders (chief and deputy chiefs) work effectively together to achieve overall department goals and objectives.” (Only 16 percent of the survey respondents agree with this statement and no survey respondents strongly agree.) Results are somewhat more positive with regard to whether mid-managers work together effectively. More than half of the survey respondents (52

percent) agree or strongly agree that “mid-managers (captains and deputy chiefs) work together effectively to achieve common objectives.” However, 30 percent disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The fire department’s leaders (chief and deputy chiefs) work effectively together to achieve overall department goals and objectives	39%	26%	19%	16%	0%
Mid-managers (captains and deputy chiefs) work together effectively to achieve common objectives.	17%	13%	19%	36%	16%

### Understanding Of Day-To-Day Operations And Competence

Close to two-thirds of the survey respondents (65 percent) disagree or strongly disagree that “the fire department leader (chief) has a strong understanding of day-to-day operations in all units.” (Thirty-nine percent of the respondents strongly disagree.) Results are much more positive, however, with regard to perceptions of whether mid-managers have a strong understanding of day-to-day operations. Almost all (94 percent) of the survey respondents agree or strongly agree that “mid-managers (captains and lieutenants) have a strong understanding of day-to-day operations in the units they are responsible for managing.” Results are also positive with regard to the perception of competence of managers and supervisors. More than two-thirds (67 percent) of the survey respondents agree or strongly agree that “fire department managers and supervisors have the competence and experience to provide constructive feedback on the performance of the employees reporting to them.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The fire department leader (chief) has a strong understanding of day-to-day operations in all units.	39%	26%	11%	21%	3%
Mid-managers (captains and lieutenants) have a strong understanding of day-to-day operations in the units they are responsible for managing.	2%	2%	2%	54%	40%
Fire department managers and supervisors have the competence and experience to provide constructive feedback on performance of the employees reporting to them.	6%	9%	17%	48%	19%

### Supervision

Employee perceptions relating to the supervision they receive are generally quite positive. More than three-fourths of the survey respondents (78 percent) agree strongly agree with the statement, “I receive the supervision I need to effectively perform my job

responsibilities.” In addition, 63 percent of the survey respondents agree or strongly agree that “managers and supervisors review the work of their subordinates on a timely basis.” An even higher percentage (70 percent) agree or strongly agree that “fire department managers and supervisors view helping employees improve their job performance to be one of their primary responsibilities” and an equal percentage of survey respondents agree or strongly agree that “the person who evaluates my performance works with me on a regular and consistent basis.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I receive the supervision I need to effectively perform my job.	5%	8%	10%	57%	21%
Managers and supervisors review the work of their subordinates on a timely basis.	6%	13%	19%	52%	11%
Fire department managers and supervisors view helping employees improve their job performance to be one of their primary responsibilities.	3%	13%	14%	51%	19%
The manager or supervisor who evaluates my performance works with me on a regular and consistent basis.	5%	14%	11%	39%	31%

## HUMAN RESOURCES PRACTICES

Survey items relating to human resources practices cover a range of issues including: hiring practices; promotional processes; disciplinary processes; employee transfers; opportunities to earn overtime; internal investigations; the grievance process; approaches to handling employees who do not meet expectations; training; career advancement; recognition of excellent performance; and off duty employment.

### Hiring Practices

With one exception, respondents to the employee survey have positive perspectives regarding the hiring process. A high percentage of survey respondents agree or strongly agree that the hiring process is fair (73 percent), that persons who are hired by the fire department are competent (76 percent), and that hiring decisions are made without regard to race or ethnic background (89 percent). On the other hand, close to half of the survey respondents (48 percent) disagree or strongly disagree that “the hiring process is timely.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The hiring process is fair.	6%	14%	6%	46%	27%
Persons who are hired by the fire department are competent.	2%	3%	19%	59%	17%
The hiring process is timely.	10%	38%	25%	21%	7%

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Hiring decisions are made without regard to race or ethnic background.	6%	0%	5%	42%	47%

### Promotional Process

Employee perspectives relating to the promotional process are mixed. Ninety-three percent of the survey respondents agree or strongly agree that “promotional decisions are made without regard to race or ethnic background.” In addition, roughly six out of ten survey respondents agree or strongly agree that “the promotional process is fair” (60 percent) and that “the factors that are considered when making promotional decisions are clearly articulated” (57 percent). However, only 42 percent of the survey respondents agree or strongly agree that “the best candidates for promotion are selected” and an even lower percentage (25 percent) agree or strongly agree that “the promotional process is timely.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The promotional process is fair.	10%	13%	17%	48%	12%
The best candidates for promotion are selected.	13%	17%	28%	32%	10%
The promotional process is timely.	20%	32%	23%	20%	5%
The factors that are considered when making promotional decisions are clearly articulated.	10%	7%	26%	41%	16%
Promotional decisions are made without regard to race or ethnic background.	0%	0%	6%	44%	49%

### Disciplinary Processes

Employee perspectives relating to the disciplinary process are also mixed. More than eight out of ten survey respondents (84 percent) agree or strongly agree that “decisions relating to discipline are made without regard to race or ethnic background.” For other survey items relating to the disciplinary process, however, survey responses are not as positive. For example, while half the survey respondents (50 percent) agree or strongly agree that “the disciplinary processes are fair,” a third of the survey respondents (33 percent) disagree or strongly disagree with this statement. In addition, half the survey respondents (50 percent) disagree or strongly disagree that “discipline is consistently applied across all units of the fire department.” Perspectives are fairly evenly split with regard to whether “decisions relating to discipline are timely.” Thirty-five percent of survey respondents agree or strongly agree that decisions are timely while forty percent disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Disciplinary processes are fair.	13%	20%	16%	39%	11%
Discipline is consistently applied across all units of the fire department.	16%	34%	21%	26%	3%
Decisions relating to discipline are timely.	15%	25%	25%	32%	3%
Decisions relating to discipline are made without regard to race or ethnic background.	5%	5%	7%	47%	37%

### **Employee Transfers**

Employees responding to the survey indicate generally high levels of satisfaction relating to employee transfers. Almost two-thirds (65 percent) of the survey respondents agree or strongly agree that "decisions relating to the transfer of employees from one unit to another are fair," 55 percent agree or strongly agree that "decisions relating to the transfer of employees from one unit to another are timely," 58 percent agree or strongly agree that "the factors that are considered when making transfer decisions are clearly articulated," 67 percent agree or strongly agree that "decisions relating to the transfer of employees from one unit to another are consistent across fire department divisions and units," and 90 percent agree or strongly agree that "decisions relating to the transfer of employees from one unit to another are made without regard to race or ethnic background."

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Decisions relating to the transfer of employees from one unit to another are fair.	5%	11%	19%	49%	16%
Decisions relating to the transfer of employees from one unit to another are timely.	5%	16%	23%	50%	5%
The factors that are considered when making transfer decisions are clearly articulated.	12%	12%	18%	47%	11%
Decisions relating to the transfer of employees from one unit to another are consistent across fire department divisions and units.	7%	13%	13%	50%	17%
Decisions relating to the transfer of employees from one unit to another are made without regard to race or ethnic background.	5%	0%	5%	47%	43%

## Opportunities To Earn Overtime

Survey respondents express high satisfaction with items relating to opportunities to earn overtime. Almost all the survey respondents agree or strongly agree that “the process for giving employees the opportunity to earn overtime is fair” (95 percent) and that “the process for giving employees the opportunity to earn overtime is consistently applied across the department” (97 percent).

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The process for giving employees the opportunity to earn overtime is fair.	0%	5%	0%	49%	46%
The process for giving employees the opportunity to earn overtime is consistently applied across the department.	0%	0%	3%	51%	46%

## Internal Investigations

Employee perspectives are mixed with regard to internal affairs investigations. Thirty-five percent of the survey respondents agree or strongly agree that “the internal affairs investigations needed to support disciplinary decisions are fair” while 20 percent disagree or strongly disagree. Perspectives are similarly mixed with regard to employee perceptions of whether these investigations are timely. Thirty-one percent agree or strongly agree that “investigations needed to support disciplinary procedures are timely” while 24 percent disagree or strongly disagree. By contrast, a high percentage of survey respondents (84 percent) agree or strongly agree that “the internal affairs investigations needed to support disciplinary procedures are not influenced by the race or ethnic background of the person being investigated.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The internal investigations needed to support disciplinary decisions are fair.	4%	16%	45%	29%	6%
The internal investigations needed to support disciplinary procedures are timely.	4%	20%	45%	27%	4%
The internal investigations needed to support disciplinary procedures are not influenced by the race or ethnic background of the person being investigated.	0%	2%	14%	45%	39%

## Grievance Process

Employees are generally satisfied with the grievance process. Eighty-nine percent of the survey respondents agree or strongly agree that “the grievance process is fair,” eighty-seven percent agree or strongly agree that “the steps in the grievance process are well articulated,” and eighty-seven percent of the survey respondents agree or strongly agree that “grievance decisions are made without regard to race, sex, ethnic



background, or sexual orientation.” Employee perspectives are mixed, however, with regard to whether “the grievance process is timely.” Forty-nine percent of the survey respondents agree or strongly agree that the process is timely while about a third (32 percent) disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The grievance process is fair.	0%	4%	7%	66%	23%
The grievance process is timely.	5%	27%	20%	38%	11%
The steps in the grievance process are well articulated.	2%	4%	7%	48%	39%
Grievance decisions are made without regard to race, sex, ethnic background, or sexual orientation.	2%	4%	7%	48%	39%

### **Handling Employees Who Do Not Meet Performance Expectations**

Employee perspectives relating to how well the department handles employees who do not meet performance expectations are mixed. Close to two-thirds of the survey respondents (64 percent) agree or strongly agree that “fire department employees who are not meeting performance expectations receive the support they need to improve their performance.” On the other hand, 80 percent of the survey respondents disagree or strongly disagree that “fire department employees who continually fail to meet performance expectations are encouraged to resign or are fired.” Moreover, 54 percent of the survey respondents disagree or strongly disagree that “the process for firing employees who continually fail to meet performance expectations is not unduly cumbersome or time-consuming.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Fire department employees who are not meeting performance expectations receive the support they need to improve their performance.	10%	16%	10%	52%	12%
Fire department employees who continually fail to meet performance expectations are encouraged to resign or are fired.	28%	52%	16%	4%	0%
The process for firing employees who continually fail to meet performance expectations is not unduly cumbersome or time-consuming.	34%	20%	32%	14%	0%

The managers and supervisors who must follow existing procedures for firing employees are quite dissatisfied with the process. Sixty-four percent of the managerial and supervisory employees responding to the survey disagree or strongly disagree that “the process for firing employees who continually fail to meet performance expectations is not unduly cumbersome or time-consuming.”

	Manager/Supervisor	Non-manager/ Non-supervisor
Strongly Disagree	35%	33%
Disagree	29%	15%
Neutral	24%	37%
Agree	12%	15%
Strongly Agree	0%	0%

## Training

Employee perspectives relating to employee training are also mixed. A high percentage of employees agree or strongly agree that “my immediate supervisor reinforces the training I receive” (75 percent) and that “my job performance has improved as a result of the training I have received” (82 percent). However, a much smaller percentage of survey respondents agree or strongly agree that “new employees receive the training they need to effectively perform their job duties” (59 percent) and that “fire department employees receive the ongoing training they need to effectively perform their job duties” (52 percent). Moreover, for each of these survey items a not insignificant percentage of employees disagree or strongly disagree with the survey items. (Twenty-eight percent of the survey respondents disagree or strongly disagree that new employees receive the training they need and thirty-three percent disagree or strongly disagree that employees receive the ongoing training they need.) With regard to the training new managers and supervisors receive, however, survey respondents express significant dissatisfaction. Sixty-two percent of the employees completing the survey disagree or strongly disagree that “newly promoted managers and supervisors receive the training they need to perform effectively in their new roles.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
New employees receive the training they need to effectively perform their job duties.	14%	14%	14%	48%	11%
Newly promoted managers and supervisors receive the training they need to perform effectively in their new roles.	24%	38%	19%	19%	0%
Fire department employees receive the ongoing training they need to effectively perform their job duties.	8%	25%	14%	46%	6%
My immediate supervisor reinforces the training I receive.	7%	5%	14%	56%	19%
My job performance has improved as a result of the training I have received.	5%	3%	10%	59%	23%

## **Opportunities For Career Advancement**

Employees are generally satisfied with their opportunities for career advancement. More than two-thirds of the survey respondents (69 percent) agree or strongly agree with the statement, "I have sufficient opportunities for career advancement."

	Percent
Strongly Disagree	7%
Disagree	7%
Neutral	18%
Agree	51%
Strongly Agree	18%

## **Recognition Of Excellent Performance**

Close to three out of five survey respondents (58 percent) disagree or strongly disagree that "excellent performance is formally recognized." Only seven percent of the survey respondents strongly agree with this statement.

	Percent
Strongly Disagree	30%
Disagree	28%
Neutral	22%
Agree	13%
Strongly Agree	7%

## **Off-Duty Employment**

Employees are generally satisfied with the process for providing opportunities for off-duty employment. Seven out of ten survey respondents (70 percent) agree or strongly agree that "the process for providing opportunities for off-duty employment is fair."

	Percent
Strongly Disagree	2%
Disagree	4%
Neutral	23%
Agree	57%
Strongly Agree	13%

## **COMMUNICATIONS**

Survey items relating to communications address issues of whether fire department priorities, goals, and objectives are effectively communicated, whether needed information is effectively communicated to employees, whether the rationale for key decisions is effectively communicated, and whether effective use is made of time spent in meetings.

### **Communication Of Priorities, Goals, And Objectives**

Perspectives are mixed among survey respondents with regard to whether department priorities, goals, and objectives are effectively communicated. Forty-two percent of the survey respondents agree or strongly agree that "fire department priorities, goals, and

objectives are effectively communicated” while thirty-nine percent disagree or strongly disagree.

	Percent
Strongly Disagree	21%
Disagree	18%
Neutral	19%
Agree	31%
Strongly Agree	11%

### Communication Of Needed Information

Perspectives are also mixed with regard to whether needed information is effectively communicated within the department. For example, while 55 percent of the survey respondents agree or strongly agree that “the information I need to perform my job is effectively communicated to me” more than a quarter (27 percent) disagree or strongly disagree. Likewise, while 44 percent of the survey respondents agree or strongly agree that “the communication of needed information across organizational units is adequate,” 40 percent disagree or strongly disagree. There is, however, more of a consensus about whether “the communication of needed information within my unit or division is adequate.” Seventy-four percent of the survey respondents agree or strongly agree with that statement and only five percent strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information I need to perform my job is effectively communicated to me.	6%	21%	17%	44%	11%
The communication of needed information within my unit or division is adequate.	5%	15%	6%	61%	13%
The communication of needed information across organizational units is adequate.	8%	32%	16%	41%	3%

### Communication Of The Rationale For Key Decisions

Perspectives with regard to whether the rationale for key decisions are effectively communicated in the fire department vary. For example, 43 percent of the survey respondents agree or strongly agree that “the rationale for decisions directly affecting my unit are effectively communicated” while one-third of the survey respondents (33 percent) disagree or strongly disagree. By contrast, more than half the survey respondents agree or strongly agree that “the rationale for decisions relating to promotion are effectively communicated” (56 percent) and “the rationale for decisions relating to the transfer of employees from one unit to another are effectively communicated” (54 percent). Perspectives are generally negative, however, with regard to whether “the rationale for budget and resource allocation decisions are effectively communicated.” Sixty-three percent of the survey respondents disagree or strongly disagree with this statement and no survey respondents strongly agree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The rationale for decisions directly affecting my unit are effectively communicated.	11%	22%	24%	40%	3%
The rationale for budget and resource allocation decisions are effectively communicated.	22%	41%	28%	9%	0%
The rationale for decisions relating to promotion are effectively communicated.	12%	6%	27%	50%	6%
The rationale for decisions relating to the transfer of employees from one unit to another are effectively communicated.	8%	13%	25%	48%	6%

### Meetings

Survey findings suggest that the department does not use meetings as an effective communications vehicle. Sixty-one percent of the survey respondents disagree or strongly disagree that "meetings are used effectively to support needed communications within the fire department." In addition, while 40 percent of the survey respondents agree or strongly agree that "the time I spend in meetings is generally productive and worthwhile," 33 percent of the survey respondents disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Meetings are used effectively to support needed communication within the fire department.	18%	43%	20%	18%	2%
The time I spend in meetings is generally productive and worthwhile.	12%	21%	27%	38%	2%

### VEHICLES, EQUIPMENT, FACILITIES, AND TECHNOLOGY

The survey addressed issues relating to apparatus/vehicles, general equipment, work space, buildings, communications, radios, technology, and computers.

#### Apparatus/Vehicles

Survey respondents indicate significant satisfaction with their apparatus/vehicles. Nine out of ten survey respondents (90 percent) agree or strongly agree that "I have sufficient access to the apparatus/vehicles I need to effectively perform my job responsibilities" and an even higher percentage (92 percent) agree or strongly agree that "I have access to the apparatus/vehicles I need to safely perform my job responsibilities." Moreover, 63 percent of the survey respondents agree or strongly agree that "the fire department apparatus/vehicles I use are well maintained." However, a quarter of the survey respondents (25 percent) disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have sufficient access to the apparatus/vehicles I need to effectively perform my job responsibilities.	3%	3%	3%	63%	27%
I have access to the apparatus/vehicles I need to safely perform my job responsibilities.	2%	2%	5%	60%	32%
The fire department apparatus/vehicles I use are well maintained.	2%	23%	13%	50%	13%

## Equipment

Survey results suggest that employees are quite satisfied with their equipment. Eighty-three percent agree or strongly agree that “I have access to the equipment I need to effectively perform my job responsibilities,” 92 percent agree or strongly agree that “I have access to the equipment I need to safely perform my job responsibilities,” and 71 percent agree or strongly agree that “the equipment I use is well maintained.” The percentage of survey respondents who strongly disagree with any of these statements is not higher than two percent.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have access to the equipment I need to effectively perform my job responsibilities.	0%	8%	8%	70%	13%
I have access to the equipment I need to safely perform my job responsibilities.	2%	0%	7%	80%	12%
The equipment I use is well maintained.	2%	10%	18%	61%	10%

## Work Space

Employees are generally quite satisfied with their work areas. Seventy-one percent agree or strongly agree that “my work area is conducive to productive work activity” and an even higher percentage (73 percent) agree or strongly agree that “my work area is appropriately secure.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My work area is conducive to productive work activity.	6%	11%	11%	63%	8%
My work area is appropriately secure.	8%	10%	10%	60%	13%

## Buildings

Department employees are also satisfied with their buildings. Eighty-seven percent agree or strongly agree that “fire department buildings are clean” and sixty-four percent agree or strongly agree that “fire department buildings are well-maintained.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Fire department buildings are clean.	2%	3%	8%	60%	27%
Fire department buildings are well maintained.	6%	11%	19%	54%	10%

## Communications

Survey respondents express considerable dissatisfaction with their ability to communicate while in the field and with their ability to communicate with counterparts from other fire agencies. Close to half (48 percent) of the survey respondents disagree or strongly disagree that “fire department employees in the field are able to communicate with each other when needed.” In addition, 44 percent disagree or strongly disagree that “fire department employees in the field are able to communicate with counterparts from other fire agencies when needed.” Moreover, close to three-fourths of the survey respondents (73 percent) disagree or strongly disagree that “fire department employees in the field are able to communicate with the dispatch center from all areas of the city.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Fire department employees in the field are able to communicate with the dispatch center from all areas of the city.	38%	35%	10%	16%	2%
Fire department employees in the field are able to communicate with each other when needed.	19%	29%	24%	24%	5%
Fire department employees in the field are able to communicate with counterparts from other fire agencies when needed.	10%	34%	21%	34%	0%

## Radios

Most survey respondents are satisfied with their portable radios. Eighty-four percent agree or strongly agree that “I have sufficient access to portable radios to effectively perform my job responsibilities.” Likewise, 78 percent of the survey respondents agree or strongly agree that “I have sufficient access to portable radios to safely perform my job responsibilities.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have sufficient access to portable radios to effectively perform my job responsibilities.	5%	3%	8%	71%	13%
I have sufficient access to portable radios to safely perform my job responsibilities.	3%	13%	6%	67%	11%

## Technology

The results of the employee survey suggest that the department can make more effective use of technology. A sizable percentage of employees disagree or strongly disagree that the department makes effective use of technology to enhance performance (66 percent); makes effective use of technology to reduce paperwork requirements (51 percent); that new technology is implemented in a timely manner (77 percent); that appropriate training is provided on how to make effective use of technology (63 percent); and that the department's technology infrastructure is well maintained (72 percent).

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The fire department makes effective use of technology to enhance performance.	29%	37%	16%	15%	3%
The fire department makes effective use of technology to reduce paperwork requirements.	30%	21%	20%	28%	2%
Needed technology is implemented in a timely manner.	31%	46%	15%	8%	0%
Appropriate training is provided on how to make effective use of available technology.	35%	28%	23%	12%	2%
The fire department's technology infrastructure is well maintained.	42%	30%	17%	12%	0%

## Computers

Employee perspectives are mixed with regard to whether they have sufficient access to computers. Forty-seven percent of the survey respondents agree or strongly agree that they have sufficient access to computers to perform their job responsibilities. However, more than a third of the survey respondents (39 percent) disagree or strongly disagree that they have sufficient access to computers.

	Percent
Strongly Disagree	17%
Disagree	22%
Neutral	15%
Agree	42%
Strongly Agree	5%



## **F1 – STAFFING IMPLICATIONS**

## **F1 – STAFFING IMPLICATIONS**

This report presents numerous recommendations to strengthen operational performance and improve efficiency and effectiveness of both the police and fire departments. The staffing implications of implementing these recommendations for the police department, fire department, and public safety units serving both departments are summarized below.

Department	Current	Recommended	Additional Positions Needed/ (Positions To Be Reduced)
Police Department	99	102	3
Fire Department	93	91	(2)
Public Safety Information Technology	0	1	1
Public Safety Emergency Communications	14	20	6
<b>TOTAL</b>	206	214	8

The detailed staffing implications of recommendations related to police department operations are presented in Exhibit F1-1. Exhibit F1-2 provides a summary of the staffing implications of recommendations related to fire department operations. A summary of the staffing implications of recommendations related to services that are designed to support both public safety departments – police and fire – are presented in Exhibit F1-3.

# SUMMARY OF POLICE DEPARTMENT STAFFING RECOMMENDATIONS

Exhibit F1-1  
Page 2 of 2

Division	Unit	Position	Sworn/ Civilian	Current	Recommended	Additional Positions Needed/ (Positions To Be Reduced)
Inspections	Juvenile Prosecution	Sergeant	Sworn	1	1	0
		Detective	Sworn	2	2	0
		Lieutenant	Sworn	1	0	(1)
		Sergeant	Sworn	1	1	0
		Detective	Sworn	0	1	1
	Support	Clerk	Civilian	1	1	0
	<i>Division Subtotal</i>			16	16	0
Inspections	Accreditation	Officer	Sworn	1	0	(1)
				1	0	(1)
	<i>Division Subtotal</i>					
Administrative Services	Records And Payroll	Lieutenant	Sworn	1	0	(1)
		Supervisor	Civilian	0	1	1
		Senior Records Clerk	Civilian	2	1	(1)
		Records Clerk	Civilian	6	6	0
		Sergeant	Sworn	1	0	(1)
	Property/Fleet	Clerk	Civilian	0	1	1
		Manager	Civilian	1	0	(1)
	Technology	Manager	Civilian	1	0	(1)
		Assistant Manager	Civilian	1	0	(1)
	Planning And Budget	Manager	Civilian	0	1	1
		Sergeant	Civilian	1	1	0
			Sworn	14	11	(3)
	<i>Division Subtotal</i>					
	<i>Subtotal</i>		Sworn	84	85	1
				15	17	2
	<i>Subtotal</i>			99	102	3
<b>TOTAL</b>						

## SUMMARY OF POLICE DEPARTMENT STAFFING RECOMMENDATIONS

Exhibit F1-1  
Page 1 of 2

Division	Unit	Position	Sworn/ Civilian	Current	Recommended	Additional Positions Needed/ (Positions To Be Reduced)
Office of Chief		Captain- Patrol	Sworn	1	0	(1)
		Captain- Criminal Investigations	Sworn	1	0	(1)
		Captain- Administrative Services	Sworn	1	0	(1)
		Deputy Chief- Patrol	Sworn	0	1	1
		Deputy Chief- Criminal Investigations	Sworn	0	1	1
		Director- Administrative Services	Civilian	0	1	1
		Lieutenant- Internal Affairs	Sworn	1	0	(1)
		Lieutenant- Inspections	Sworn	1	0	(1)
		Captain- Professional Standards	Sworn	0	1	1
		Administrative Assistant	Civilian	1	2	1
		<i>Division Subtotal</i>		6	6	0
Patrol	Patrol	Lieutenant	Sworn	4	0	(4)
		Captain	Sworn	0	3	3
		Sergeant	Sworn	8	12	4
		Officer	Sworn	41	42	1
		Clerk	Civilian	1	1	0
	Patrol Support	Sergeant	Sworn	0	1	1
		Officer	Sworn	0	3	3
		Sergeant	Sworn	1	1	0
	Traffic	Civilian Crime Analyst	Civilian	0	1	1
		Sergeant	Sworn	1	0	(1)
		Officer	Sworn	4	3	(1)
	Crime Scene Investigations	Detective	Sworn	1	0	(1)
		Sergeant	Sworn	0	1	1
		Civilian Officer	Civilian	1	1	0
		<i>Division Subtotal</i>		62	69	7
Criminal Investigations	General Investigations	Detective	Sworn	7	4	(3)
		Sergeant	Sworn	0	1	1
		Detective	Sworn	3	5	2
		<i>Narcotics/Vice</i>				

# SUMMARY OF FIRE DEPARTMENT STAFFING RECOMMENDATIONS

Exhibit F1-2  
Page 1 of 1

Division	Position	Current	Recommended	Additional Positions Needed/(Positions To Be Reduced)
Administration	Administrative Officer- Captain	1	0	(1)
	Assistant Chief	0	1	1
	<i>Division Subtotal</i>	1	1	0
Fire Suppression and Rescue	Deputy Chief	4	3	(1)
	Captain	8	6	(2)
	Lieutenant	12	9	(3)
	Firefighters	63	60	(3)
	<i>Division Subtotal</i>	87	78	(9)
Fire Prevention	Fire Marshal	1	1	0
	Captain	2	3	1
	Lieutenant	2	4	2
	Firefighters	0	4	4
	<i>Division Subtotal</i>	5	12	7
<b>TOTAL</b>		93	91	(2)

# SUMMARY OF RECOMMENDATIONS FOR UNITS THAT WILL SUPPORT BOTH PUBLIC SAFETY DEPARTMENTS

Exhibit F1-3  
Page 1 of 1

Unit	Position	Sworn/ Civilian	Current	Recommended	Additional Positions Needed/(Positions To Be Reduced)
Information Technology	Public Safety Technology Director	Civilian	0	1	1
	<i>Unit Subtotal</i>		0	1	1
Emergency Communications	Unit Supervisor	Civilian	0	1	1
	Lead Dispatcher	Civilian	0	3	3
	Fire Dispatcher	Sworn	5	0	(5)
	Police Dispatcher	Civilian	9	0	(9)
	Public Safety Dispatcher	Civilian	0	15	15
	<i>Unit Subtotal</i>		14	19	5
<b>Total</b>			14	20	6

## **F2 – IMPLEMENTATION**

## F2 – IMPLEMENTATION

This chapter is divided into three sections. The first section presents a framework for change that should guide the police and fire departments' overall implementation efforts. The second section highlights the key features of the recommended implementation plan. The final section presents the recommended implementation plan.

### FRAMEWORK FOR CHANGE

In addition to recommendations to improve the operation of and services provided by the Newport Police Department and the Newport Fire Department, the study report includes recommendations that have the potential to change the way each department manages itself. Implementing change is difficult for any organization. Change efforts that have been successful typically include the following seven components:

- Achieving an appropriate balance between the need for urgency and the need for quality and focus
- Forming a powerful guiding coalition
- Creating a vision
- Communicating the vision
- Removing obstacles to change
- Planning for and creating short-term wins
- Consolidating improvement and institutionalizing new approaches

Each of these components is briefly described in the following paragraphs.

**Achieving an appropriate balance between the need for urgency and the need for quality and focus.** Needed change will not take place in an organization unless staff at all levels recognizes that change is needed. At the same time, however, the sense of urgency needed to bring about change cannot be allowed to get in the way of providing quality services that are focused on achieving the police and fire departments' overall objectives. An appropriate balance, therefore, must be struck between the need to maintain a sense of urgency – without which the *status quo* will likely prevail – and the need to maintain a focus on the department's overall objectives.

**Forming a powerful guiding coalition.** Opposition to change in any organization can be considerable. The leadership team that guides the change effort, therefore, must be powerful and influential enough to withstand the forces supporting the *status quo*.



**Creating a vision.** One of the leadership team's first tasks should be to develop a picture of the future that is easy to understand and that communicates how performance will be enhanced if the vision is realized. Without a sensible vision, an improvement effort can easily dissolve into a list of confusing and incompatible programs, plans, and directives that can take the organization in the wrong direction or nowhere at all.

**Communicating the vision.** To make an organization's vision a reality, managers and employees from throughout the organization must understand the vision and believe that things will work better once the vision has been implemented. Without credible communications, and a lot of it, the hearts and minds of "the troops" will never be captured.

**Removing obstacles to change.** A variety of obstacles can stand in the way of change. The city's leadership and the leaders of both the police and fire departments must anticipate these obstacles and develop strategies to overcome them.

**Planning for and creating short-term wins.** Success breeds success. By creating opportunities for success, and effectively communicating those success stories throughout the organization, momentum for the improvement effort will begin to "snowball."

**Consolidating improvement and institutionalizing new approaches.** In addition to removing institutional obstacles to change, institutional incentives that reinforce the change effort must be established. What the leaders of both the police and fire departments "say" is important must be consistent with how employees are held accountable for performance. In addition, management systems must provide managers with the tools they need to bring about needed change.

## **KEY IMPLEMENTATION ACTIVITIES**

This section discusses the key steps the city should take to implement the study recommendations.

### **Adopt The Study Recommendations**

The city council must be committed to implementing the study recommendations if implementation is to be successful. Initially, the city council should review the report and adopt its recommendations in principle.<sup>1</sup>

### **Establish Implementation Task Force**

The city manager should establish a task force to guide the implementation of study recommendations. This task force should be charged by the city manager with driving the implementation process and should be composed of staff from the police and fire departments who are leading each department's implementation. This task force should

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<sup>1</sup> Please note that adopting recommendations "in principle" does not mean the city council commits to implementing each and every recommendation in detail. Instead, this means that the city council generally agrees with the recommendations in the report and will make a good faith effort to evaluate and implement the study recommendations.

also include representatives from other city departments, including human resources, finance, and MIS who will be charged with implementation responsibilities. It should develop an overall implementation plan (which should be submitted to the city council for approval) and should be held accountable by the city manager for ensuring that plan timelines are met. The task force should meet approximately every two weeks during the implementation process.

In addition to guiding the implementation of the study recommendations, the task force should be specifically charged with identifying obstacles to change and creating strategies for overcoming them. Overcoming obstacles to change will be critical to the success of the implementation effort and therefore task force members should view one of their primary functions as identifying and eliminating these obstacles. The personal power, influence, and relationships of individual task force members should, as appropriate, be brought to bear on eliminating these obstacles.

### **Clarify The Personnel And Labor Implications Of The Study Recommendations**

Uncertainty is associated with any change of the magnitude outlined in this report. Of primary concern to many employees will be how the change will affect them directly. Clarifying the status of employees that will be affected by the recommendations will remove much of the uncertainty associated with recommended organizational changes and will allow both departments to move forward with the implementation process. If employees are waiting for the “other shoe to drop” they will not be able to focus on supporting the recommended program for change.

The city’s human resources manager should work with the implementation task force to develop a list of all positions that may be affected by the study recommendations. The impact the study recommendations will have on these employees – and the time frame in which expected change would be implemented – should be articulated and shared with them.

### **Establish An Internal And External Communications Strategy**

The success or failure of the implementation effort will depend in large part on the quality of internal and external communications. To successfully implement the improvement recommendations, managers and employees from throughout both departments must believe that things will work better once the improvement recommendations have been implemented. As noted, establishing a sense of urgency, creating a vision for change, and communicating that vision are key components to the success of organizational improvement efforts. Likewise, the importance of communicating short-term successes is critical to building the momentum for change.

From an internal perspective, therefore, effective communication is needed to:

- Ensure understanding of the study recommendations and their implications
- Set reasonable expectations that can be achieved
- Build understanding of the overall improvement process
- Publicize successes

- Build employee commitment to change.

From an external perspective, effective communication is needed to create community support for the improvement initiatives.

It should be stressed that responsibility for communications relating to the proposed management framework should not be the sole purview of the city manager. On the contrary, this responsibility should be shared by all leaders of both the police and fire departments. Each member of the implementation task force should also be charged with helping to support the communications efforts.

## **IMPLEMENTATION PLAN**

An implementation plan to guide the city in implementing the improvements recommended in this report is presented in Exhibit F2-1. This plan proposes priorities for implementation, suggests who should assume responsibility for each implementation activity, and offers a timetable for executing the plan. In addition to serving as a guide, the implementation plan can be used as a “score card” for measuring implementation progress at periodic city council reviews. Once the implementation task force has been assembled, one of its first tasks should be to develop action plans – in coordination with the leaders in the police and fire departments – to flesh out implementation details.

## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
<b>OVERALL IMPLEMENTATION</b>				
High	■ Adopt the study's recommendations	■ City Council	Immediately	One Month
High	■ Establish city and department implementation task forces	■ City Manager ■ Chief of Police ■ Fire Chief	Immediately	One Month
High	■ Assign responsibility for coordinating the implementation effort	■ City Manager ■ Chief of Police ■ Fire Chief	Immediately	One month
High	■ Clarify the personnel implications of the study recommendations	■ Human Resources Director	Immediately	One Month
High	■ Establish an internal and external communications strategy	■ Implementation Coordinators ■ City Manager	Two Weeks	Six Weeks
<b>POLICE DEPARTMENT</b>				
<b>Issues Affecting The Entire Police Department</b>				
<b>Leadership</b>				
Highest	■ Appoint a strong leader as Chief of Police	■ City Manager	Immediately	Three Months
Highest	■ Ensure external coaching and ongoing support is provided to the new Chief of Police and his leadership team	■ City Manager	Upon appointment of new chief	Two Years
Medium	■ Consider amending the city charter to eliminate the requirement the Chief of Police be selected from within the department	■ City Council	Six Months	One Year

## IMPLEMENTATION PLAN

Priority	Shift In Focus	Recommendation	Responsibility	Begin Implementation	Complete Implementation
	■	Change the primary orientation of patrol leaders from a time of day orientation to a shift orientation			
High	➤	Create three patrol sectors	■ Chief of Police ■ Command Staff <sup>1</sup>	One Year <sup>2</sup>	15 Months
High	➤	Create patrol captain positions to lead each of the three patrol sectors	■ Chief of Police ■ Command Staff ■ Human Resources Director	Nine Months	One Year
High	➤	Eliminate four patrol lieutenant positions currently assigned to patrol division	■ Chief of Police ■ Command Staff ■ Human Resources Director	Nine Months	One Year
High	■	Establish a patrol support unit composed of one sergeant and four police officers	■ Chief of Police ■ Deputy Chief - Patrol	Four Months	Six Months
Medium	■	Establish a civilian crime analyst position	■ Chief of Police ■ Command Staff	Three Months	Six Months
	■	Decentralize community policing unit			
High	➤	Assign one community policing officer to each patrol sector	■ Chief of Police	One Year	15 Months
High	➤	Discontinue one community policing officer and the community policing sergeant positions	■ Chief of Police	One Year	15 Months

<sup>1</sup> Police department command staff consists of the: chief of police, deputy chief - patrol, deputy chief - criminal investigation, director - administrative services, and captain - professional standards.

<sup>2</sup> Implementation of the recommendation to have patrol captains assume geographic responsibilities should not be initiated until an effective performance management system has been established.

## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
Medium	<ul style="list-style-type: none"> <li>Establish an organizational relationship between each detective assigned to the general investigations unit and a patrol sector captain</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Deputy Chief - Patrol</li> <li>Deputy Chief - Criminal Investigations</li> </ul>	One Year	15 Months
Medium	<ul style="list-style-type: none"> <li>To the extent possible assign general investigation detectives a caseload in one patrol sector</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Deputy Chief - Investigations</li> </ul>	One Year	15 Months
<b>Planning And Accountability</b>				
	<ul style="list-style-type: none"> <li>Implement operational and strategic planning processes and increase accountability</li> </ul>			
	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Undertake an operational planning process</li> </ul> </li> </ul>			
High	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Identify performance goals and objectives that are realistic given the availability of existing resources</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Command Staff</li> </ul>	Three Months	Six Months
High	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Prioritize those goals and objectives and establish weights for each goal and objective</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Command Staff</li> </ul>	Three Months	Six Months
High	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Develop and implement operational plans for achieving the goals that have been established</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Command Staff</li> </ul>	Six Months	Nine Months
High	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Articulate performance expectations for both individuals and units that are linked to the department's overall goals and objectives</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Command Staff</li> </ul>	Six Months	Nine Months
High	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Establish mechanisms for monitoring performance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Command Staff</li> </ul>	Three Months	One Year
Medium	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Develop a strategic plan that articulates longer-term goals that reflect the changing needs of the community</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Command Staff</li> </ul>	18 Months	Three Years

## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
	<ul style="list-style-type: none"> <li>➤ Develop systems and processes to monitor and report performance against goals for individuals and units as well as for the department as a whole</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Command Staff</li> </ul>		
High	<ul style="list-style-type: none"> <li>▪ Strengthen performance management processes (e.g., performance evaluation and the promotional processes to support individual accountability)</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Command Staff</li> </ul>	Nine Months	Two Years
High	<ul style="list-style-type: none"> <li>▪ Work with Information Management Consultants (IMC) to ensure that managers have easy access to the essential calls for service, arrest, and outcome data needed to evaluate staffing, deployment, and employee performance</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Command Staff</li> </ul>	Six Months	One Year
<b>Organization</b>				
	<ul style="list-style-type: none"> <li>■ Modify the current organizational structure to increase the number of managers reporting to the chief that are not represented by the union</li> </ul>			
High	<ul style="list-style-type: none"> <li>➤ Establish two deputy chief positions and one civilian manager position</li> </ul>	<ul style="list-style-type: none"> <li>■ City Manager</li> <li>■ Chief of Police</li> </ul>	Three Months	Four Months
High	<ul style="list-style-type: none"> <li>➤ Discontinue three captain positions</li> </ul>	<ul style="list-style-type: none"> <li>■ City Manager</li> <li>■ Chief of Police</li> </ul>	Three Months	Four Months
High	<ul style="list-style-type: none"> <li>■ Merge the Office of Internal Affairs and the Inspections Division into the Office of Professional Standards</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> </ul>	Three Months	Five Months
High	<ul style="list-style-type: none"> <li>■ Establish a captain position to staff the Office of Professional Standards</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> </ul>	Three Months	Four Months
High	<ul style="list-style-type: none"> <li>■ Discontinue two lieutenant positions assigned to internal affairs and inspections</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> </ul>	Three Months	Five Months

## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
<b>Training</b>				
Highest	<ul style="list-style-type: none"> <li>Provide intensive training to the new chief, command staff, and all supervisors and managers to ensure that they have the leadership and management skills needed to successfully implement this study's recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Command Staff</li> </ul>	Upon appointment of new chief	One Year
Medium	<ul style="list-style-type: none"> <li>Ensure the sergeant assigned to oversee training participates in the professional development needed to acquire training related expertise and skills</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> </ul>	Three Months	One Year
High	<ul style="list-style-type: none"> <li>Develop a training plan that addresses the training needs of all sworn and civilian employees</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Command Staff</li> <li>Training Sergeant</li> </ul>	Six Months	18 Months
High	<ul style="list-style-type: none"> <li>Institute a formal training program for all newly promoted managers and supervisors (both sworn and civilian)</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Command Staff</li> </ul>	Six Months	18 Months
<b>Human Resources Practices</b>				
	<ul style="list-style-type: none"> <li>Modify the promotional process to ensure it is both transparent and fair</li> </ul>			
Medium	<ul style="list-style-type: none"> <li>Modify the quantitative formula used to develop the promotional list to include past work performance</li> </ul>	<ul style="list-style-type: none"> <li>City Manager</li> <li>Chief of Police</li> <li>City Solicitor</li> </ul>	Three Months	One Year
Medium	<ul style="list-style-type: none"> <li>Ensure command staff interview top candidates for a promotion along with the chief and provide input to the chief's decision</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Command Staff</li> </ul>	Immediately	Ongoing
Medium	<ul style="list-style-type: none"> <li>Provide any candidate for promotion who is "skipped" a written explanation of why he or she was not selected</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Command Staff</li> </ul>	Immediately	Ongoing



## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
Medium	<ul style="list-style-type: none"> <li>➤ Provide the supervisor of any "skipped" promotional candidates a copy of the written explanation and ensure the supervisor works with the employee to develop an improvement plan to address that performance deficit</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Command Staff</li> </ul>	Immediately	Ongoing
Medium	<ul style="list-style-type: none"> <li>■ Modify the process for appointment to "six percent" positions</li> <li>■ Modify the transfer process to ensure it is both transparent and fair</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Command Staff</li> </ul>	Immediately	Ongoing
Medium	<ul style="list-style-type: none"> <li>➤ Meet with all employees who are being involuntarily transferred to give a clear reason for the transfer and provide a written memo stating the reason for the transfer</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Unit Supervisor</li> </ul>	Immediately	Ongoing
Medium	<ul style="list-style-type: none"> <li>➤ Establish criteria for determining when a transfer is "an emergency" and thus will occur immediately or with short notice</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Command Staff</li> </ul>	One Month	Three Months
Medium	<ul style="list-style-type: none"> <li>➤ Develop a transition plan when unit managers are being transferred, whether the transfer is voluntarily or involuntarily, to minimize the disruption associated with the transfer</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Unit Supervisor</li> </ul>	Immediately	Ongoing
High	<ul style="list-style-type: none"> <li>■ Ensure disciplinary processes are fair, consistent, and reasonable</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Command Staff</li> <li>■ City Solicitor</li> </ul>	Immediately	Ongoing
Medium	<ul style="list-style-type: none"> <li>■ Establish an employee recognition committee</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Command Staff</li> </ul>	Six Months	Nine Months
Medium	<ul style="list-style-type: none"> <li>■ Work with the city's human resources department and the city manager to bring issues related to inter-local trust management of ILD claims to the forefront and address delays in approval of consultations, therapy, and surgery</li> </ul>	<ul style="list-style-type: none"> <li>■ City Manager</li> <li>■ Chief of Police</li> <li>■ Human Resources Director</li> </ul>	Six Months	One Year

## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
Medium	<ul style="list-style-type: none"> <li>Strengthen the system for monitoring the status of employees who are on ILD leave and for transitioning those employees back to work</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Human Resources Director</li> </ul>	Three Months	Ongoing
<b>Civilianization</b>				
Medium	<ul style="list-style-type: none"> <li>Convert the Sergeant - Property/Fleet position to a civilian position</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Director - Administrative Services</li> <li>Human Resources Director</li> </ul>	Three Months	Six Months
High	<ul style="list-style-type: none"> <li>Eliminate the Lieutenant - Administrative Services position and assign those responsibilities to the Supervisor - Records and Payroll and the Supervisor - Emergency Communications</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Director - Administrative Services</li> <li>Human Resources Director</li> </ul>	Six Months	Nine Months
<b>Issues Affecting Individual Police Department Units</b>				
<b>Patrol Division</b>				
High	<ul style="list-style-type: none"> <li>Assign the sergeant position responsibility for serving as officer in charge</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Deputy Chief - Patrol</li> </ul>	Three Months	Four Months
High	<ul style="list-style-type: none"> <li>Assign four additional sergeant positions to patrol to ensure appropriate coverage on all shifts</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Deputy Chief - Patrol</li> </ul>	Four Months	Six Months
Medium	<ul style="list-style-type: none"> <li>Assign one additional police officer position to patrol to ensure all shifts have staffing to respond to calls for service</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Deputy Chief - Patrol</li> </ul>	Six Months	One Year
Medium	<ul style="list-style-type: none"> <li>Consider negotiating a five shifts on and two shifts off fixed work schedule for patrol officers</li> </ul>	<ul style="list-style-type: none"> <li>City Manager</li> <li>Chief of Police</li> <li>City Solicitor</li> </ul>	Six Months	Two Years
High	<ul style="list-style-type: none"> <li>Schedule the patrol support unit to work a fixed schedule of 5 p.m. to 3 a.m. Thursday through Sunday during peak season (June through September)</li> </ul>	<ul style="list-style-type: none"> <li>City Manager</li> <li>Chief of Police</li> <li>City Solicitor</li> </ul>	Eight Months	Ongoing

## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
	<ul style="list-style-type: none"> <li>■ Determine whether maintaining a Special Response Team (SRT) is worth the investment needed to ensure it is effective</li> </ul>			
Medium	<ul style="list-style-type: none"> <li>➢ Weigh the benefits and costs associated with supporting the city's own team and make a decision to either disband the SRT or take the steps necessary to ensure the team is fully operational and effective</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Deputy Chief - Patrol</li> </ul>	Nine Months	One Year
Medium	<ul style="list-style-type: none"> <li>■ Eliminate current traffic stop quota and focus on selective traffic enforcement</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Deputy Chief - Patrol</li> </ul>	One Month	Two Months
Medium	<ul style="list-style-type: none"> <li>■ Focus the traffic sergeant's full attention on traffic enforcement and related traffic and parking issues</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Deputy Chief - Patrol</li> </ul>	Immediately	Ongoing
	<ul style="list-style-type: none"> <li>■ Aggressively enforce parking requirements throughout the year</li> </ul>			
Medium	<ul style="list-style-type: none"> <li>➢ Work with the city to increase parking meter use</li> </ul>	<ul style="list-style-type: none"> <li>■ City Manager</li> <li>■ Chief of Police</li> </ul>	Six Months	Eight Months
Medium	<ul style="list-style-type: none"> <li>➢ Enforce parking regulations consistently on a year round basis</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Deputy Chief - Patrol</li> </ul>	Six Months	Eight Months
<b><i>Criminal Investigations Division</i></b>				
	<ul style="list-style-type: none"> <li>■ Revise case assignment practices to focus on criminal cases where there is a reasonable likelihood the case can be solved</li> </ul>			
High	<ul style="list-style-type: none"> <li>➢ Cease handling cases involving bounced checks and delinquent video rentals</li> </ul>	<ul style="list-style-type: none"> <li>■ Deputy Chief - Criminal Investigations</li> </ul>	Immediately	
High	<ul style="list-style-type: none"> <li>➢ Establish a list of "solvability factors" and use these factors to determine what criminal cases should be assigned for follow-up investigation</li> </ul>	<ul style="list-style-type: none"> <li>■ Deputy Chief - Criminal Investigations</li> </ul>	Three Months	Six Months

## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
	<ul style="list-style-type: none"> <li>Expect all investigators to achieve a reasonable level of productivity</li> </ul>			
High	<ul style="list-style-type: none"> <li>Review progress on cases at regular intervals and at each status meeting make a decision as to whether continued investigation of the case will likely lead to a positive result</li> </ul>	<ul style="list-style-type: none"> <li>Deputy Chief - Criminal Investigations</li> </ul>	Immediately	Ongoing
Medium	<ul style="list-style-type: none"> <li>Close cases for which continued investigation is unlikely to be productive</li> </ul>	<ul style="list-style-type: none"> <li>Deputy Chief - Criminal Investigations</li> </ul>	Immediately	Ongoing
High	<ul style="list-style-type: none"> <li>Set expectations for the productivity of investigators – in terms of the number of cases they clear (that is, solve through arrest or exception) and the number of these cases that are accepted for prosecution</li> </ul>	<ul style="list-style-type: none"> <li>Deputy Chief - Criminal Investigations</li> </ul>	Three Months	Ongoing
High	<ul style="list-style-type: none"> <li>Reassign investigators who do not achieve a reasonably high degree of productivity</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police Command Staff</li> </ul>	One Year	Ongoing
High	<ul style="list-style-type: none"> <li>Establish a sergeant position to lead the general investigations unit</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police Deputy Chief - Criminal Investigations</li> </ul>	Three Months	Six Months
High	<ul style="list-style-type: none"> <li>Realign staffing of the general investigations unit by reducing the unit by two detective positions</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police Deputy Chief - Criminal Investigations</li> </ul>	Three Months	Four Months

### *Internal Affairs And Inspection Division*

- Take aggressive action to restore the credibility of the internal affairs process

## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
High	<ul style="list-style-type: none"> <li>➤ Establish specific criteria that detail what matters will be investigated internally, when someone other than the internal affairs investigator will perform an internal investigation, and when a complaint or incident will be referred to an external investigator, such as the state police, for investigation</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> </ul>	Immediately	Three Months
High	<ul style="list-style-type: none"> <li>➤ Review and strengthen criteria for contacting citizens who make complaints and notifying citizens of the results of an investigation and their appeal rights</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> </ul>	Three Months	Five Months
Medium	<ul style="list-style-type: none"> <li>■ Discontinue the pursuit of CALEA reaccreditation</li> </ul>	<ul style="list-style-type: none"> <li>■ City Manager</li> <li>■ Chief of Police</li> </ul>	Immediately	One Month
Medium	<ul style="list-style-type: none"> <li>■ Discontinue the officer position assigned to accreditation</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> </ul>	Three Months	Four Months
<b>Administrative Services Division</b>				
Low	<ul style="list-style-type: none"> <li>■ Change the name of the records unit to the records and payroll unit</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Director - Administrative Services</li> </ul>	Six Months	Six Months
Medium	<ul style="list-style-type: none"> <li>■ Upgrade one senior records clerk position to unit supervisor</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Director - Administrative Services</li> </ul>	Four Months	Five Months
Medium	<ul style="list-style-type: none"> <li>■ Restructure the job duties of one senior records clerk to assume responsibility for scheduling, managing, and documenting off duty employment and eliminate responsibility for detailed review and correction of officers' reports</li> </ul>	<ul style="list-style-type: none"> <li>■ Director - Administrative Services</li> <li>■ Unit Supervisor</li> </ul>	Five Months	Six Months
Low	<ul style="list-style-type: none"> <li>■ Renovate the front desk customer area of the records unit and add an additional customer service window</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Director - Administrative Services</li> </ul>	One Year	Two Years

## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
High	<ul style="list-style-type: none"> <li>■ Re-establish the emphasis on grant development</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Director - Administrative Services</li> </ul>	One Month	Six Months
High	<ul style="list-style-type: none"> <li>■ Expand the role of the research and development unit to include planning and budgeting</li> <li>➤ Ensure that the planning process guides both local budget development and grant development efforts as the police department utilizes available local resources and pursues external resources to support its priority goals</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Director - Administrative Services</li> </ul>	Five Months	Ongoing
Low	<ul style="list-style-type: none"> <li>➤ Change the name of the research and development unit to the planning and budget office</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Director - Administrative Services</li> </ul>	Three Months	Three Months
Medium	<ul style="list-style-type: none"> <li>➤ Realign the job description for the unit's manager position with planning, budget, and development priorities and fill the position</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Director - Administrative Services</li> </ul>	Three Months	Four Months
Medium	<ul style="list-style-type: none"> <li>➤ Eliminate the unit's vacant assistant manager position</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Director - Administrative Services</li> </ul>	Immediately	
<b>FIRE DEPARTMENT</b>				
<b>Issues Affecting The Entire Department</b>				
<b>Leadership</b>				
Highest	<ul style="list-style-type: none"> <li>■ Refocus the chief's attention on the internal needs of the fire department</li> </ul>	<ul style="list-style-type: none"> <li>■ City Manager</li> <li>■ Fire Chief</li> </ul>	Immediately	Ongoing

## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
High	<ul style="list-style-type: none"> <li>Establish a unified department leadership team</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Command Staff<sup>3</sup></li> </ul>	Immediately	Ongoing
<b>Organization</b>				
Medium	<ul style="list-style-type: none"> <li>Upgrade the position of Administrative Captain to Assistant Chief</li> </ul>	<ul style="list-style-type: none"> <li>City Manager</li> <li>Fire Chief</li> </ul>	Three Months	Five Months
Medium	<ul style="list-style-type: none"> <li>Restructure the job duties of this position to include grants management, budget development, and increased city-wide emergency management responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	Two Months	Three Months
<b>Accountability</b>				
<ul style="list-style-type: none"> <li>Establish performance goals and objectives and accountability systems</li> </ul>				
High	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Undertake an operational planning process to identify realistic performance goals and objectives</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Command Staff</li> </ul>	Three Months	Six Months
High	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Develop and implement operational plans for achieving the goals that have been established</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Command Staff</li> </ul>	Six Months	Nine Months
High	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Articulate clear performance expectations for both individuals and squads</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Command Staff</li> </ul>	Six Months	Nine Months
High	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Establish mechanisms for monitoring performance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Command Staff</li> </ul>	Three Months	One Year
High	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Develop the systems and processes needed to monitor and report performance against goals</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Command Staff</li> </ul>	Six Months	One Year

<sup>3</sup> Fire department command staff consists of the: fire chief, deputy chiefs, assistant chief, and the fire marshal.

## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
High	<ul style="list-style-type: none"> <li>➤ Strengthen performance management processes (e.g., performance evaluation and the promotional process) to support individual accountability</li> </ul>	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Command Staff</li> </ul>	Six Months	One Year
<b>Scheduling</b>				
High	<ul style="list-style-type: none"> <li>■ Adopt a 24-hour shift, 3 squad schedule of 26 firefighters per squad</li> </ul>	<ul style="list-style-type: none"> <li>■ City Manager</li> <li>■ Fire Chief</li> <li>■ City Solicitor</li> </ul>	Immediately	One Year
<b>Station Location, Apparatus, And Staffing</b>				
High	<ul style="list-style-type: none"> <li>■ Relocate Station Five to the north side of the city and reconfigure the deployment of apparatus</li> </ul>	<ul style="list-style-type: none"> <li>■ City Manager</li> <li>■ Fire Chief</li> </ul>	Six Months	Three Years
<b>Daily Schedule</b>				
Medium	<ul style="list-style-type: none"> <li>■ Restructure the daily schedule for both 10-hour and 14-hour shifts</li> </ul>	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Deputy Chiefs</li> </ul>	Three Months	Six Months
Medium	<ul style="list-style-type: none"> <li>■ Articulate specific objectives for what each employee will accomplish during unstructured portions of the workday and incorporate into each employee's objectives and individualized development plan</li> </ul>	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Deputy Chiefs</li> </ul>	Three Months	Ongoing
Medium	<ul style="list-style-type: none"> <li>■ Review each employee's progress on utilizing this time to meet individual objectives on a quarterly basis</li> </ul>	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Deputy Chiefs</li> </ul>	Six Months	Ongoing
<b>Training</b>				
High	<ul style="list-style-type: none"> <li>■ Establish a formal training program structured to ensure new firefighters receive the core training needed to perform effectively and also to ensure continuity among squads</li> </ul>	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Deputy Chiefs</li> <li>■ Training Officer</li> </ul>	Six Months	One Year



## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
High	<ul style="list-style-type: none"> <li>Develop a training program for veteran firefighters linked to an assessment of the competencies of firefighters both as individuals and when working in crews</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Deputy Chiefs</li> <li>Training Officer</li> </ul>	Three Months	One Year
High	<ul style="list-style-type: none"> <li>Ensure current managers and supervisors (lieutenants, captains, and deputy chiefs) participate in leadership and management training</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Assistant Chief</li> <li>Training Officer</li> </ul>	Three Months	One Year
Medium	<ul style="list-style-type: none"> <li>Ensure that all newly promoted managers and supervisors receive leadership and management training during their probationary period</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Assistant Chief</li> <li>Training Officer</li> </ul>	One Year	Ongoing
Medium	<ul style="list-style-type: none"> <li>Automate all training records and ensure all training is recorded and tracked</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Public Safety IT Director</li> <li>Training Officer</li> </ul>	Nine Months	Two Years
<b>Other Issues Affecting The Department</b>				
High	<ul style="list-style-type: none"> <li>Provide National Incident Management System training to police and fire department staff and city management staff</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Chief of Police</li> <li>City Manager</li> </ul>	Immediately	Three Months
Medium	<ul style="list-style-type: none"> <li>Update the method of calling back firefighters in an emergency</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> <li>Command Staff</li> </ul>	Six Months	Nine Months
Medium	<ul style="list-style-type: none"> <li>Pass an ordinance that requires contractors to install radio repeater systems during construction</li> </ul>	<ul style="list-style-type: none"> <li>City Council</li> <li>City Manager</li> </ul>	Six Months	18 Months
High	<ul style="list-style-type: none"> <li>Mandate the use of the incident command system</li> </ul>	<ul style="list-style-type: none"> <li>Fire Chief</li> </ul>	Immediately	Ongoing

## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
	<b>POLICE AND FIRE DEPARTMENTS</b>			
	<b>Issues Affecting Both The Police And Fire Departments</b>			
	<i>Information Technology</i>			
	<ul style="list-style-type: none"> <li>Take an integrated approach to addressing the information technology needs of both public safety departments</li> </ul>			
High	<ul style="list-style-type: none"> <li>➤ Create a public safety information technology director position</li> </ul>	<ul style="list-style-type: none"> <li>City Manager</li> <li>MIS Director</li> </ul>	Three Months	Six Months
High	<ul style="list-style-type: none"> <li>➤ Charge this position with approving and overseeing the purchase, installation, upgrading, and maintenance of all hardware and software in both the fire and police departments</li> </ul>	<ul style="list-style-type: none"> <li>City Manager</li> <li>MIS Director</li> </ul>	Six Months	Ongoing
High	<ul style="list-style-type: none"> <li>➤ Assign this position responsibility for the ongoing management and support of the information technology infrastructure in both departments</li> </ul>	<ul style="list-style-type: none"> <li>City Manager</li> <li>MIS Director</li> </ul>	Six Months	Ongoing
High	<ul style="list-style-type: none"> <li>➤ Discontinue the police department's technology manager position</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Human Resources Director</li> </ul>	Four Months	Six Months
High	<ul style="list-style-type: none"> <li>➤ Return responsibility for reviewing and editing police reports to sergeants who supervise patrol officers on each shift</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Deputy Chief - Patrol</li> </ul>	One Months	Two Months
Medium	<ul style="list-style-type: none"> <li>➤ Reassign responsibility for UCR reporting to the records and payroll unit and ensure this duty is overseen by the unit's supervisor</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Police</li> <li>Director - Administrative Services</li> <li>Unit Supervisor</li> </ul>	Four Months	Ongoing

## IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
	<b>Emergency Communications</b>			
Medium	<ul style="list-style-type: none"> <li>■ Provide emergency communication services for the police and fire departments by one integrated public safety communications unit</li> </ul>	<ul style="list-style-type: none"> <li>■ City Manager</li> <li>■ Chief of Police</li> <li>■ Fire Chief</li> </ul>	Six Months	18 Months
High	<ul style="list-style-type: none"> <li>■ Develop policies and procedures that clearly specify how personnel should be deployed to calls</li> </ul>	<ul style="list-style-type: none"> <li>■ Police Command Staff</li> <li>■ Fire Command Staff</li> </ul>	Three Months	Six Months
	■ Increase supervision and training of dispatchers			
High	<ul style="list-style-type: none"> <li>➢ Create an emergency communications supervisor position</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Director - Administrative Services</li> </ul>	Three Months	Six Months
High	<ul style="list-style-type: none"> <li>➢ Upgrade one dispatcher position on each shift to lead dispatcher to increase supervision and training</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> </ul>	Six Months	Eight Months
High	<ul style="list-style-type: none"> <li>➢ Assign the lead dispatcher responsibility for training new dispatchers and serving as a working supervisor on the shift</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Director - Administrative Services</li> <li>■ Emergency Communications Supervisor</li> </ul>	Eight Months	Ten Months
Medium	<ul style="list-style-type: none"> <li>➢ Develop a formal orientation and competency training program for all new dispatchers and an annual in-service training program for veteran dispatchers</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Director - Administrative Services</li> <li>■ Emergency Communications Supervisor</li> </ul>	Six Months	Nine Months
Medium	<ul style="list-style-type: none"> <li>➢ Ensure that all dispatchers become EMD certified</li> </ul>	<ul style="list-style-type: none"> <li>■ Chief of Police</li> <li>■ Director - Administrative Services</li> <li>■ Emergency Communications Supervisor</li> </ul>	One Year	18 Months

**APPENDIX A – POLICE DEPARTMENT EMPLOYEE SURVEY  
INSTRUMENT**

## NEWPORT POLICE DEPARTMENT EMPLOYEE SURVEY

### General Information

Enter your unique identifying code: \_\_\_\_\_

Is your position primarily managerial or supervisory? Yes \_\_\_\_\_ No \_\_\_\_\_

Are you a civilian police department employee? Yes \_\_\_\_\_ No \_\_\_\_\_

How long have you worked for the Newport Police Department?

- 1) Less than 1 year
- 2) 1 to 4 years
- 3) 5 to 9 years
- 4) 10 years or more

### Organizational Climate

This group of questions relates to the organizational climate within the Newport Police Department. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please select the number that best represents your opinion. If you have no opinion, please select "6".

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
I am proud to say I work for the Newport Police Department	1	2	3	4	5	6
I am proud of the effort I put into my job	1	2	3	4	5	6
Newport Police Department employees have a strong work ethic	1	2	3	4	5	6
Police department employees are dedicated to providing the citizens of Newport with high quality police services	1	2	3	4	5	6
My work is valued by my fellow police department employees	1	2	3	4	5	6
My work is valued by my immediate supervisor	1	2	3	4	5	6
My work is valued by mid-managers (Captains and Lieutenants) within my unit	1	2	3	4	5	6
My work is valued by the police department's leadership (Chief level)	1	2	3	4	5	6
My work is valued by the city's leadership	1	2	3	4	5	6
The work environment in the Newport Police Department is supportive	1	2	3	4	5	6
High ethical standards are exhibited by police department managers and leaders	1	2	3	4	5	6
High ethical standards are exhibited by police department employees	1	2	3	4	5	6
Police department managers and supervisors treat subordinates with respect	1	2	3	4	5	6
Police department employees treat each other with respect	1	2	3	4	5	6
City leaders respect the police department	1	2	3	4	5	6
Police department employees treat Newport citizens with respect	1	2	3	4	5	6
Civilian police department employees are treated with as much respect as sworn officers	1	2	3	4	5	6
Employees strive to improve the police department's performance	1	2	3	4	5	6

## APPENDIX A

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
Employees can voice constructive criticism about police department management without fear of retribution	1	2	3	4	5	6
Police department employees are not inappropriately punished for making mistakes	1	2	3	4	5	6
I feel free to express my opinions to my supervisor	1	2	3	4	5	6
Decisions are made on a timely basis	1	2	3	4	5	6
Problems and issues are dealt with in a timely manner	1	2	3	4	5	6
Decision-making within the department is appropriately inclusive	1	2	3	4	5	6
The Newport Police Department has well articulated values	1	2	3	4	5	6
A sense of unity characterizes the Newport Police Department as a whole	1	2	3	4	5	6
The police department leader (Chief) effectively represents the police department to the external community	1	2	3	4	5	6

### Leadership, Management, and Supervision

This group of questions relates to the police department's leadership, management, and supervisory practices. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please select the number that best represents your opinion. If you have no opinion, please select "6".

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
The police department benefits from strong, effective leadership	1	2	3	4	5	6
Roles and responsibilities of the Chief are clearly defined	1	2	3	4	5	6
Roles and responsibilities of mid-managers (Captains and Lieutenants) within the police department are clearly defined	1	2	3	4	5	6
Roles and responsibilities of first-line supervisors (Sergeants) within the police department are clearly defined	1	2	3	4	5	6
The police department leader (Chief) has the authority to make decisions needed to improve the police department's performance	1	2	3	4	5	6
The police department leader (Chief) uses the authority he has been granted to improve the police department's performance	1	2	3	4	5	6
The police department leader (Chief) is held accountable for the decisions he makes	1	2	3	4	5	6
Mid-managers (Captains and Lieutenants) within the police department have the authority to make decisions needed to improve the performance of the units they manage	1	2	3	4	5	6
Mid-managers (Captains and Lieutenants) within the police department use the authority they have been granted to improve the performance of the units they manage	1	2	3	4	5	6
Mid-managers (Captains and Lieutenants) within the police department are held accountable for the decisions they make	1	2	3	4	5	6
First-line supervisors (Sergeants) have the authority to make decisions needed to improve the performance of the employees they supervise	1	2	3	4	5	6
First-line supervisors (Sergeants) use the authority they have been granted to improve the performance of the employees they supervise	1	2	3	4	5	6
First-line supervisors (Sergeants) are held accountable for the decisions they make	1	2	3	4	5	6
I am held accountable for my performance	1	2	3	4	5	6
The police department leader (Chief) maintains a visible presence throughout the department	1	2	3	4	5	6

## APPENDIX A

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
High expectations for the performance of all employees have been established	1	2	3	4	5	6
Managers and supervisors provide clear direction to their subordinates	1	2	3	4	5	6
The police department leaders (Chief and Captains) work effectively together to achieve overall department goals and objectives	1	2	3	4	5	6
Mid-managers (Captains and Lieutenants) work together effectively to achieve common objectives	1	2	3	4	5	6
The police department leader (Chief) has a strong understanding of day-to-day operations in all units	1	2	3	4	5	6
Mid-managers (Captains and Lieutenants) have a strong understanding of day-to-day operations in the units they are responsible for managing	1	2	3	4	5	6
I receive the supervision I need to effectively perform my job	1	2	3	4	5	6
Managers and supervisors review the work of their subordinates on a timely basis	1	2	3	4	5	6
Police department managers and supervisors have the competence and experience to provide constructive feedback on performance of the employees reporting to them	1	2	3	4	5	6
Police department managers and supervisors view helping employees improve their job performance to be one of their primary responsibilities	1	2	3	4	5	6
The manager or supervisor who evaluates my performance works with me on a regular and consistent basis	1	2	3	4	5	6
I understand what is expected of me in my job	1	2	3	4	5	6
Police department managers and supervisors are willing to consider points of view that are different from their own	1	2	3	4	5	6
Unit leaders are held accountable for the performance of their units	1	2	3	4	5	6
Police department employees at all levels are held accountable for their performance	1	2	3	4	5	6

### Human Resources Practices And Employee Performance Management

This group of questions relates to human resources practices and employee performance management. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please select the number that best represents your opinion. If you have no opinion, please select "6".

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
The hiring process is fair	1	2	3	4	5	6
Persons who are hired by the police department are competent	1	2	3	4	5	6
The hiring process is timely	1	2	3	4	5	6
Hiring decisions are made without regard to race or ethnic background	1	2	3	4	5	6
The promotional process is fair	1	2	3	4	5	6
The best candidates for promotion are selected	1	2	3	4	5	6
The promotional process is timely	1	2	3	4	5	6
The factors that are considered when making promotional decisions are clearly articulated	1	2	3	4	5	6
Promotional decisions are made without regard to race or ethnic background	1	2	3	4	5	6
Disciplinary processes are fair	1	2	3	4	5	6
Discipline is consistently applied across all units of the police department	1	2	3	4	5	6
Decisions relating to discipline are timely	1	2	3	4	5	6

# APPENDIX A

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
Decisions relating to discipline are made without regard to race or ethnic background	1	2	3	4	5	6
Decisions relating to the transfer of employees from one unit to another are fair	1	2	3	4	5	6
Decisions relating to the transfer of employees from one unit to another are timely	1	2	3	4	5	6
The factors that are considered when making transfer decisions are clearly articulated	1	2	3	4	5	6
Decisions relating to the transfer of employees from one unit to another are consistent across police department divisions and units	1	2	3	4	5	6
Decisions relating to the transfer of employees from one unit to another are made without regard to race or ethnic background	1	2	3	4	5	6
The process for giving employees the opportunity to earn overtime is fair	1	2	3	4	5	6
The process for giving employees the opportunity to earn overtime is consistently applied across the department	1	2	3	4	5	6
The internal affairs investigations needed to support disciplinary decisions are fair	1	2	3	4	5	6
The internal affairs investigations needed to support disciplinary procedures are timely	1	2	3	4	5	6
The internal affairs investigations needed to support disciplinary procedures are not influenced by the race or ethnic background of the person being investigated	1	2	3	4	5	6
The grievance process is fair	1	2	3	4	5	6
The grievance process is timely	1	2	3	4	5	6
The steps in the grievance process are well articulated	1	2	3	4	5	6
Grievance decisions are made without regard to race, sex, ethnic background, or sexual orientation	1	2	3	4	5	6
The performance evaluation process is fair	1	2	3	4	5	6
My performance evaluation is completed on a timely basis	1	2	3	4	5	6
The performance evaluation process is not unduly cumbersome or time-consuming	1	2	3	4	5	6
Police department employees who are not meeting performance expectations receive the support they need to improve their performance	1	2	3	4	5	6
Police department employees who continually fail to meet performance expectations are encouraged to resign or are fired	1	2	3	4	5	6
The process for firing employees who continually fail to meet performance expectations is not unduly cumbersome or time-consuming	1	2	3	4	5	6
New employees receive the training they need to effectively perform their job duties	1	2	3	4	5	6
Newly promoted managers and supervisors receive the training they need to perform effectively in their new roles	1	2	3	4	5	6
Police department employees receive the ongoing training they need to effectively perform their job duties	1	2	3	4	5	6
My immediate supervisor reinforces the training I receive	1	2	3	4	5	6
My job performance has improved as a result of the training I have received	1	2	3	4	5	6
I have sufficient opportunities for career advancement	1	2	3	4	5	6
Excellent performance is formally recognized	1	2	3	4	5	6
The process for providing opportunities for off-duty employment is fair	1	2	3	4	5	6



### Communications

This group of questions relates to the police department's communications. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please select the number that best represents your opinion. If you have no opinion, please select "6".

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
Police department priorities, goals, and objectives are effectively communicated	1	2	3	4	5	6
The information I need to perform my job is effectively communicated to me	1	2	3	4	5	6
The communication of needed information within my unit or division is adequate	1	2	3	4	5	6
The communication of needed information across organizational units is adequate	1	2	3	4	5	6
The rationale for decisions directly affecting my unit are effectively communicated	1	2	3	4	5	6
The rationale for budget and resource allocation decisions are effectively communicated	1	2	3	4	5	6
The rationale for decisions relating to promotion are effectively communicated	1	2	3	4	5	6
The rationale for decisions relating to the transfer of employees from one unit to another are effectively communicated	1	2	3	4	5	6
Meetings are used effectively to support needed communication within the police department	1	2	3	4	5	6
The time I spend in meetings is generally productive and worthwhile	1	2	3	4	5	6

### Vehicles, Equipment, Facilities, Radio System, And Technology

This group of questions asks you to consider the police department's vehicles, equipment, facilities, radio system, and technology. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please select the number that best represents your opinion. If you have no opinion, please select "6".

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
<b>Vehicles</b>						
I have sufficient access to the vehicles I need to effectively perform my job responsibilities	1	2	3	4	5	6
I have access to the vehicles I need to safely perform my job responsibilities	1	2	3	4	5	6
The police department vehicles I use are well maintained	1	2	3	4	5	6
<b>Equipment (Other Than Computers)</b>						
I have access to the equipment I need to effectively perform my job responsibilities	1	2	3	4	5	6
I have access to the equipment I need to safely perform my job responsibilities	1	2	3	4	5	6
The equipment I use is well maintained	1	2	3	4	5	6
<b>Buildings</b>						
My work area is conducive to productive work activity	1	2	3	4	5	6
My work area is appropriately secure	1	2	3	4	5	6
Police department buildings are clean	1	2	3	4	5	6

# APPENDIX A

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
Police department buildings are well-maintained	1	2	3	4	5	6
<b>Radio System</b>						
Police department employees in the field are able to communicate with each other when needed	1	2	3	4	5	6
Police department employees in the field are able to communicate with counterparts from other police agencies when needed	1	2	3	4	5	6
I have sufficient access to portable radios to effectively perform my job responsibilities	1	2	3	4	5	6
I have sufficient access to portable radios to safely perform my job responsibilities	1	2	3	4	5	6
Police department employees in the field are able to communicate with the dispatch center from all areas of the city	1	2	3	4	5	6
<b>Technology</b>						
The police department makes effective use of technology to enhance performance	1	2	3	4	5	6
The police department makes effective use of technology to reduce paperwork requirements	1	2	3	4	5	6
Needed technology is implemented in a timely manner	1	2	3	4	5	6
I have sufficient access to computers to effectively perform my job responsibilities	1	2	3	4	5	6
Appropriate training is provided on how to make effective use of available technology	1	2	3	4	5	6

**APPENDIX B – FIRE DEPARTMENT EMPLOYEE SURVEY  
INSTRUMENT**

## NEWPORT FIRE DEPARTMENT EMPLOYEE SURVEY

### General Information

Enter your unique identifying code: \_\_\_\_\_

Is your position primarily managerial or supervisory? Yes \_\_\_\_\_ No \_\_\_\_\_

How long have you worked for the Newport Fire Department?

- 1) Less than 1 year
- 2) 1 to 4 years
- 3) 5 to 9 years
- 4) 10 years or more

### Organizational Climate

This group of questions relates to the organizational climate within the Newport Fire Department. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please select the number that best represents your opinion. If you have no opinion, please select "6".

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
I am proud to say I work for the Newport Fire Department	1	2	3	4	5	6
I am proud of the effort I put into my job	1	2	3	4	5	6
Newport Fire Department employees have a strong work ethic	1	2	3	4	5	6
Fire department employees are dedicated to providing the citizens of Newport with high quality fire and rescue services	1	2	3	4	5	6
My work is valued by my fellow fire department employees	1	2	3	4	5	6
My work is valued by my immediate supervisor	1	2	3	4	5	6
My work is valued by mid-managers (Captains and Lieutenants) within my unit	1	2	3	4	5	6
My work is valued by the fire department's leadership (Deputy Chief and Chief level)	1	2	3	4	5	6
My work is valued by the city's leadership	1	2	3	4	5	6
The work environment in the Newport Fire Department is supportive	1	2	3	4	5	6
High ethical standards are exhibited by fire department managers and leaders	1	2	3	4	5	6
High ethical standards are exhibited by fire department employees	1	2	3	4	5	6
Fire department managers and supervisors treat subordinates with respect	1	2	3	4	5	6
Fire department employees treat each other with respect	1	2	3	4	5	6
City leaders respect the fire department	1	2	3	4	5	6
Fire department employees treat Newport citizens with respect	1	2	3	4	5	6
Employees strive to improve the fire department's performance	1	2	3	4	5	6
Employees can voice constructive criticism about fire department management without fear of retribution	1	2	3	4	5	6
Fire department employees are not inappropriately punished for making mistakes	1	2	3	4	5	6
I feel free to express my opinions to my supervisor	1	2	3	4	5	6

## APPENDIX B

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
Decisions are made on a timely basis	1	2	3	4	5	6
Problems and issues are dealt with in a timely manner	1	2	3	4	5	6
Decision-making within the fire department is appropriately inclusive	1	2	3	4	5	6
The Newport Fire Department has well articulated values	1	2	3	4	5	6
A sense of unity characterizes the Newport Fire Department as a whole	1	2	3	4	5	6
The fire department leaders (Deputy Chiefs and Chief) effectively represent the fire department to the external community	1	2	3	4	5	6

### Leadership, Management, and Supervision

This group of questions relates to the fire department's leadership, management, and supervisory practices. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please select the number that best represents your opinion. If you have no opinion, please select "6".

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
The fire department benefits from strong, effective leadership	1	2	3	4	5	6
Roles and responsibilities of the Chief are clearly defined	1	2	3	4	5	6
Roles and responsibilities of Captains and Deputy Chiefs within the fire department are clearly defined	1	2	3	4	5	6
Roles and responsibilities of first-line supervisors (Lieutenants) within the fire department are clearly defined	1	2	3	4	5	6
The fire department leader (Chief) has the authority to make decisions needed to improve the department's performance	1	2	3	4	5	6
The fire department leader (Chief) uses the authority he has been granted to improve the department's performance	1	2	3	4	5	6
The fire department leader (Chief) is held accountable for the decisions he makes	1	2	3	4	5	6
Mid-managers (Captains and Deputy Chiefs) within the fire department have the authority to make decisions needed to improve the performance of the units they manage	1	2	3	4	5	6
Mid-managers (Captains and Deputy Chiefs) within the fire department use the authority they have been granted to improve the performance of the units they manage	1	2	3	4	5	6
Mid-managers (Captains and Deputy Chiefs) within the fire department are held accountable for the decisions they make	1	2	3	4	5	6
First line supervisors (Lieutenants) have the authority to make decisions needed to improve the performance of the employees they supervise	1	2	3	4	5	6
First line supervisors (Lieutenants) use the authority they have been granted to improve the performance of the employees they supervise	1	2	3	4	5	6
First line supervisors (Lieutenants) are held accountable for the decisions they make	1	2	3	4	5	6
I am held accountable for my performance	1	2	3	4	5	6
The fire department leader (Chief) maintains a visible presence throughout the department	1	2	3	4	5	6
High expectations for the performance of all employees have been established	1	2	3	4	5	6
Managers and supervisors provide clear direction to their subordinates	1	2	3	4	5	6
The fire department leaders (Chief and Deputy Chiefs) works effectively together to achieve overall department goals and objectives	1	2	3	4	5	6

## APPENDIX B

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
Mid-managers (Captains and Lieutenants) work together effectively to achieve common objectives	1	2	3	4	5	6
The fire department leader (Chief) has a strong understanding of day-to-day operations in the units he is responsible for leading	1	2	3	4	5	6
Mid-managers (Captains and Lieutenants) have a strong understanding of day-to-day operations in the units they are responsible for managing	1	2	3	4	5	6
I receive the supervision I need to effectively perform my job	1	2	3	4	5	6
Managers and supervisors review the work of their subordinates on a timely basis	1	2	3	4	5	6
Fire department managers and supervisors have the competence and experience to provide constructive feedback on performance of the employees reporting to them	1	2	3	4	5	6
Fire department managers and supervisors view helping employees improve their job performance to be one of their primary responsibilities	1	2	3	4	5	6
The manager or supervisor who evaluates my performance works with me on a regular and consistent basis	1	2	3	4	5	6
I understand what is expected of me in my job	1	2	3	4	5	6
Fire department managers and supervisors are willing to consider points of view that are different from their own	1	2	3	4	5	6
Fire department employees at all levels are held accountable for their performance	1	2	3	4	5	6

### Human Resources Practices And Employee Performance Management

This group of questions relates to human resources practices and employee performance management. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please select the number that best represents your opinion. If you have no opinion, please select "6".

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
The hiring process is fair	1	2	3	4	5	6
Persons who are hired by the fire department are competent	1	2	3	4	5	6
The hiring process is timely	1	2	3	4	5	6
Hiring decisions are made without regard to race or ethnic background	1	2	3	4	5	6
The promotional process is fair	1	2	3	4	5	6
The best candidates for promotion are selected	1	2	3	4	5	6
The promotional process is timely	1	2	3	4	5	6
The factors that are considered when making promotional decisions are clearly articulated	1	2	3	4	5	6
Promotional decisions are made without regard to race or ethnic background	1	2	3	4	5	6
Disciplinary processes are fair	1	2	3	4	5	6
Discipline is consistently applied across all units of the fire department	1	2	3	4	5	6
Decisions relating to discipline are timely	1	2	3	4	5	6
Decisions relating to discipline are made without regard to race or ethnic background	1	2	3	4	5	6
Decisions relating to the transfer of employees from one unit to another are fair	1	2	3	4	5	6
Decisions relating to the transfer of employees from one unit to another are timely	1	2	3	4	5	6
The factors that are considered when making transfer decisions are clearly articulated	1	2	3	4	5	6

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	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
Decisions relating to the transfer of employees from one unit to another are consistent across fire department bureaus, divisions, and units	1	2	3	4	5	6
Decisions relating to the transfer of employees from one unit to another are made without regard to race or ethnic background	1	2	3	4	5	6
The process for giving employees the opportunity to earn overtime is fair	1	2	3	4	5	6
The process for giving employees the opportunity to earn overtime is consistently applied across the department	1	2	3	4	5	6
Internal investigations needed to support disciplinary decisions are fair	1	2	3	4	5	6
Internal investigations needed to support disciplinary procedures are timely	1	2	3	4	5	6
Internal investigations needed to support disciplinary procedures are not influenced by the race or ethnic background of the person being investigated	1	2	3	4	5	6
The grievance process is fair	1	2	3	4	5	6
The grievance process is timely	1	2	3	4	5	6
The steps in the grievance process are well articulated	1	2	3	4	5	6
Grievance decisions are made without regard to race, sex, ethnic background, or sexual orientation	1	2	3	4	5	6
The performance evaluation process is fair	1	2	3	4	5	6
My performance evaluation is completed on a timely basis	1	2	3	4	5	6
The performance evaluation process is not unduly cumbersome or time-consuming	1	2	3	4	5	6
Fire department employees who are not meeting performance expectations receive the support they need to improve their performance	1	2	3	4	5	6
Fire department employees who continually fail to meet performance expectations are encouraged to resign or are fired	1	2	3	4	5	6
The process for firing employees who continually fail to meet performance expectations is not unduly cumbersome or time-consuming	1	2	3	4	5	6
New employees receive the training they need to effectively perform their job duties	1	2	3	4	5	6
Newly promoted managers and supervisors receive the training they need to perform effectively in their new roles	1	2	3	4	5	6
Fire department employees receive the ongoing training they need to effectively perform their job duties	1	2	3	4	5	6
My immediate supervisor reinforces the training I receive	1	2	3	4	5	6
My job performance has improved as a result of the training I have received	1	2	3	4	5	6
I have sufficient opportunities for career advancement	1	2	3	4	5	6
Excellent performance is formally recognized	1	2	3	4	5	6
The process for providing opportunities for off-duty employment is fair	1	2	3	4	5	6

### Communications

This group of questions relates to the fire department's communications. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please select the number that best represents your opinion. If you have no opinion, please select "6".

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
Fire department priorities, goals, and objectives are effectively communicated	1	2	3	4	5	6
The information I need to perform my job is effectively communicated to me	1	2	3	4	5	6

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
The communication of needed information within my unit or division is adequate	1	2	3	4	5	6
The communication of needed information across organizational units is adequate	1	2	3	4	5	6
The rationale for decisions directly affecting my unit are effectively communicated	1	2	3	4	5	6
The rationale for budget and resource allocation decisions are effectively communicated	1	2	3	4	5	6
The rationale for decisions relating to promotion are effectively communicated	1	2	3	4	5	6
The rationale for decisions relating to the transfer of employees from one unit to another are effectively communicated	1	2	3	4	5	6
Meetings are used effectively to support needed communication within the fire department	1	2	3	4	5	6
The time I spend in meetings is generally productive and worthwhile	1	2	3	4	5	6

### Vehicles, Equipment, Facilities, And Technology

This group of questions asks you to consider the fire department's vehicles, equipment, technology, and facilities. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please select the number that best represents your opinion. If you have no opinion, please select "6".

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
<b>Apparatus/Vehicles</b>						
I have sufficient access to the apparatus/vehicles I need to effectively perform my job responsibilities	1	2	3	4	5	6
I have access to the apparatus/vehicles I need to safely perform my job responsibilities	1	2	3	4	5	6
The fire department apparatus/vehicles I use are well maintained	1	2	3	4	5	6
<b>Equipment (Other Than Computers)</b>						
I have access to the equipment I need to effectively perform my job responsibilities	1	2	3	4	5	6
I have access to the equipment I need to safely perform my job responsibilities	1	2	3	4	5	6
The equipment I use is well maintained	1	2	3	4	5	6
<b>Buildings</b>						
My work area is conducive to productive work activity	1	2	3	4	5	6
My work area is appropriately secure	1	2	3	4	5	6
Fire department buildings are clean	1	2	3	4	5	6
Fire department buildings are well-maintained	1	2	3	4	5	6
<b>Radio System</b>						
Fire department employees in the field are able to communicate with each other when needed	1	2	3	4	5	6
Fire department employees in the field are able to communicate with counterparts from other fire agencies when needed	1	2	3	4	5	6
I have sufficient access to portable radios to effectively perform my job responsibilities	1	2	3	4	5	6



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	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
I have sufficient access to portable radios to safely perform my job responsibilities	1	2	3	4	5	6
Fire department employees in the field are able to communicate with the dispatch center from all areas of the city	1	2	3	4	5	6
<b>Technology</b>						
The fire department makes effective use of technology to enhance performance	1	2	3	4	5	6
The fire department makes effective use of technology to reduce paperwork requirements	1	2	3	4	5	6
Needed technology is implemented in a timely manner	1	2	3	4	5	6
I have sufficient access to computers to effectively perform my job responsibilities	1	2	3	4	5	6
Appropriate training is provided on how to make effective use of available technology	1	2	3	4	5	6
The fire department's technology infrastructure is well maintained	1	2	3	4	5	6